

HACRO

For the Care and Rehabilitation of Offenders

ANNUAL REPORT 2019-20



For the Care and Rehabilitation
of Offenders

“That’s why we’ve been working with offenders
and their families for over 40 years”

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REPORT OF THE EXAMINER

A Year at HACRO in Numbers

Our Work

- 10% increase in income up to £238,200.
- 58 small grants given out to support ex offenders' essentials to settle and gain employment or training.
- 46 volunteers working across HACRO.
- 40-50% growth of programmes in 2019-20.
- Skills and knowledge learned feedback scores 90% to 100%.
- Wellbeing score 25% improvement on the Warwick-Edinburgh Index.
- 49 prolific offenders supported through Project Strive.
- 98% of visitors surveyed said that the HACRO Visitor Centre at HMP The Mount was helpful.

Our Context

- The latest estimate for total annual costs of crime in England and Wales for crimes against individuals and businesses is £59 billion.
- Reoffending rates are 28-30% with consequent costs to individuals, families and society.

"HACRO are brilliant. They've always kept me on the straight and narrow since I've been out of jail in every way. It's the longest I've been out of trouble, HACRO must have done something right."
HACRO service user

**BACK
TO
WORK**



Sources: <https://www.gov.uk/government/collections/proven-reoffending-statistics>.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732110/the-economic-and-social-costs-of-crime-horr99.pdf

Our Team

President – Yasmin Batliwala JP

Vice Presidents

Danny Bonwitt BEM; Gill Gray JP; Lindsey McLeod; Penny Williams JP DL;
Anne Wyburd MBE JP; Neil Ashley.

Trustees

Valerie Beale JP - Chair

Sean Bolton - Governance

Matt Cannon - HMP The Mount

Eric Pillinger - Work Readiness

Peter Spencer JP - Caring Dads/ Professional Programmes

Natasha Stephens - HR

John Walker - Treasurer

Kirsty Watt - Public Relations / Marketing

Advisers to the Board

Peter Sweetman JP - IT

Debbie Graham - Service User Representative

Paul Maghie - Hertfordshire Constabulary (Kay Lancaster from 8 June 2020)

Thomas Ash - HMP The Mount

Alex Kweller – County Council Community Safety Unit

Staff

Paul Harte (Manager); Claire Neate and Louise Bandle (Administration); Michaela Foster-Osborne (Volunteer Coordinator & Visitor Centre Manager); Hossam Salem and Helen Sweeney (Visitor Centre); Tony Franklin, Michelle Carter and Steve Weekes (BBO/STRIVE Programme); John Hughes (Volunteer Professional Programmes Manager); Joanna Emerson (Caring Dads Programme Coordinator).

Chair's Report

2019-20 saw continued growth and development at HACRO. We have an ambitious agenda: HACRO believes in second chances, no matter the challenge. We could not have predicted the unprecedented challenge brought about by Covid-19, but the work of the past year has put us in good standing, whatever the future holds.

As a Board we have focused on what we do and how we do it. The new Theories of Change presented in this annual report explain how we achieve social change through practical programmes and activity. Each is informed by the evidence of what works in preventing re-offending. Our income has stayed strong – building on 2018-19 when HACRO doubled in size.

We have seen continued development to our work at The Mount prison with the Visitor Centre numbers expanding again and recognition that visits matter in keeping families and friends together. Our employment programmes continue to thrive - growing at 40-50%. And they are having impact – evidenced by the 25% improvement scores from the WorkAbility programme. Building Better Opportunities 'Project Strive' continued to offer practical solutions to offenders getting their lives on track.

A highlight for me was the bringing together of the WorkAbility tutors with the BBO/STRIVE clients to offer online cookery courses. We supplied refurbished laptops and ingredients for the recipes so that the tutors could guide participants through the process via Zoom. In this way we not only knew that our clients were

developing new skills and learning about food nutrition, safety and hygiene, they were getting a healthy meal of a quality they couldn't otherwise afford.

HACRO's board and management capacity developed this year. We welcomed as new trustees Sean Bolton, Eric Pillinger, Natasha Stephens and Kirsty Watt, strengthening our capacity in governance, communications and HR. Together with our existing trustees, our new board has the passion, skills, expertise and experience to take HACRO forward into the next decade. We thank Peter Sweetman and Carol Beeden, both long standing trustees, who stepped down at the AGM in October but have remained highly active in HACRO. We also thank Andrew Bayram who stepped down in April and Lawrence Elton who supported the Board in Spring 2020. We are grateful to them for all the enthusiasm and commitment that they brought to their roles.

HACRO appointed our first ever Programmes Manager, Paul Harte, this year. Paul has strengthened our systems, processes and performance data - increasing our capacity and resilience as an organisation. Paul, together with Michaela Foster-Osborne, Volunteer Coordinator and Visitor Centre Manager, and trustees now form a strong leadership core to the organisation. We are enormously grateful to the staff and volunteers who have continued to grow and develop and all of whom believe passionately in a world in which everyone on the wrong side of the law has the chance to turn their lives around.

While the Covid-19 lockdown has closed the Visitor Centre, HACRO's work continues via one to one remote support, remote kitchen skills training and twice-weekly staff and volunteer training sessions. We are grateful for the work Michaela does in recruiting, supporting and maintaining contact with all our volunteers. With innovation and commitment, we carried on as much as possible.

Emerging from lockdown will provide its own challenges, but life will never be quite the same again. Some people will have suffered especially during the lockdown. We know that there has been an increase in domestic abuse, isolation and mental health problems. Much of our focus has been on helping offenders to become work-ready, but the economic climate following Covid-19 will be even more challenging as many businesses go under and general unemployment increases, which will mean that finding jobs will be harder than ever for our clientele.

HACRO is today more robust than ever and ready to support our service users by creating hope and ambition and creating the conditions they need in order to succeed in turning their lives around. I am confident that we can continue to meet the challenge.

HACRO Chair



Valerie Beale,
Chair

President's Report

I write this report during lockdown. As the pandemic continues to rage so does its direct impact on the entire criminal justice system. Courts across Hertfordshire have shut down, fewer arrests have been made and many defendants have been released early from their sentences. Technology has saved the day, to some extent, and is likely to remain in some form or other in the way we do justice post-COVID-19. At present, developing a clear understanding of the longer term impact is difficult and will ultimately depend on how well society as a whole will cope.

HACRO's mission however remains unchanged, and we continue to accumulate more evidence that we can create partnerships to work together, to turn lives around and to give ex offenders a second chance.

Our ambition has not been diminished by any of the challenges we have surmounted in the past year, including Covid-19.

HACRO benefits from the strong leadership provided by its Chair, and, for the first time, a Programmes Manager who provides the operational management. It continues to flourish thanks to the thoughtful deliberations of its trustees and advisors, and the hard-working staff and volunteers, all of whom deserve our sincerest gratitude. Of particular mention is John Thomson, our Examiner, who sadly died from COVID-19 earlier in the year. We mourn his death and remember his support and wise counsel to HACRO over many years.

I think you will see from the Annual Report that, although we

are a small group of people, our output is substantial, of high quality and is much valued by the users of our various services. I believe that we are held together by our strong recognisable spirit as much as by our various activities and achievements: you will find these qualities amply illustrated in this Annual Report. I have no doubt that the coming year will test HACRO along with many of its partners as the sector's landscape changes.

The contents of this Annual Report describe the structure, the accomplishments and the ethos of HACRO in a way that demonstrates confidence in our ability to do more than survive the challenges that lie ahead, as we will continue in our aim to thrive, and to give a second chance.

Yasmin Batliwala JP
President

Treasurer's Report

It was another record year for HACRO. Income from all sources increased from £213,600 to £238,200 and would have been considerably higher had it not been for the curtailment of activity during the final quarter due to the Covid-19 pandemic. Much of the money represents income received in advance, taking Restricted Reserves to £91,600.

This was the third full year of the Building Better Opportunities Strive project for which we are fortunate to have the continued support of Hertfordshire County Council which in turn is jointly funded by the Big Lottery and the European Social Fund. We must acknowledge the continuing work of Peter Sweetman in managing the programme even though he has stepped down from the Board of Trustees and of Steve Weeks in keeping the complex reporting arrangements on track.

Restricted Reserves for the Caring Dads programme amounted to £22,400 which represents sufficient funding for three courses, just over 50% of anticipated courses.

This, together with a post balance sheet commitment from the Targeted Parenting Fund for a further two courses, means that we can fund our programme for almost a full year ahead. We were also pleased to receive grants from, the Noel Buxton Trust, and the Police and Crime Commissioner for Hertfordshire.

Restricted Reserves for the Workability programme amounted to £55,950 placing us in a strong position to roll out the programme for the whole of the year. We have been supported by Noms (National Offender Management Service), Tampon Tax Community Fund, CHK Foundation, Luton Airport Community Trust Fund and the National Probation Service.

Much of the increase in our Reserves is attributable to the raising of £35,000 to finance management salaries as we try to reduce the dependency of HACRO on its trustees exclusively for its work. Of this £15,000 was restricted being provided by Lloyds Bank Foundation for England and Wales who are also providing us with considerable

practical support. The remaining £20,000 was provided by AB Charitable Trust and Hertfordshire Community Foundation. As the charity grows, core funding will be increasingly important.

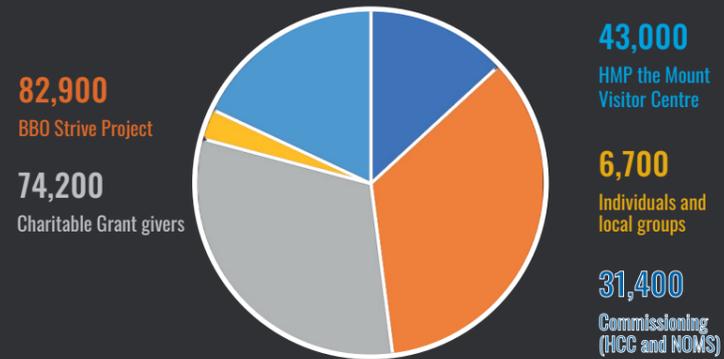
We offer grateful thanks to our partners and all those who provided financial support in 2019/20. A list of acknowledgements is included in this annual report.

Unfortunately, I must end on a sad note for John Thomson, who had been our Examiner since 2006, died in the first week of April, having succumbed to the deadly Coronavirus. I leave the final words to my predecessor, Peter Sweetman. "John was very helpful, kind and competent. A reassuring person to have around".

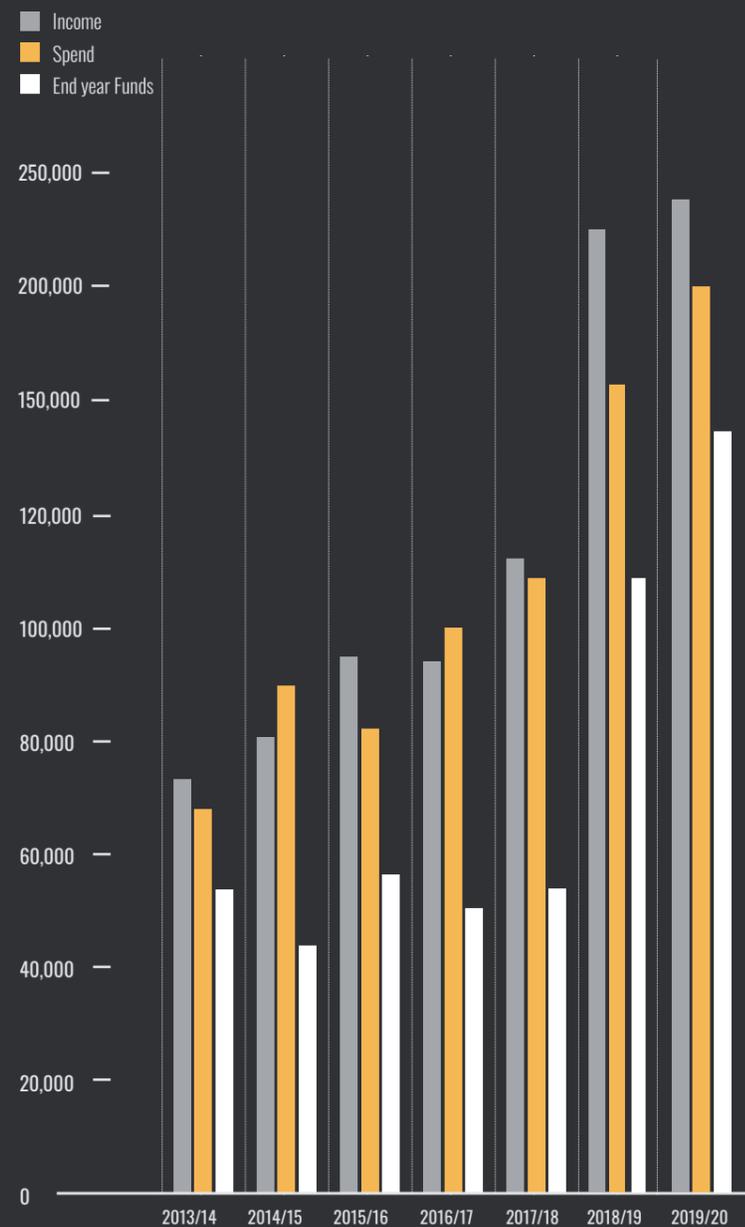
We are very grateful to Gary Cartlidge for stepping in at short notice to conduct our examination for 2019-2020. Gary has kindly agreed to act as Examiner again in 2021.

John Walker
Treasurer

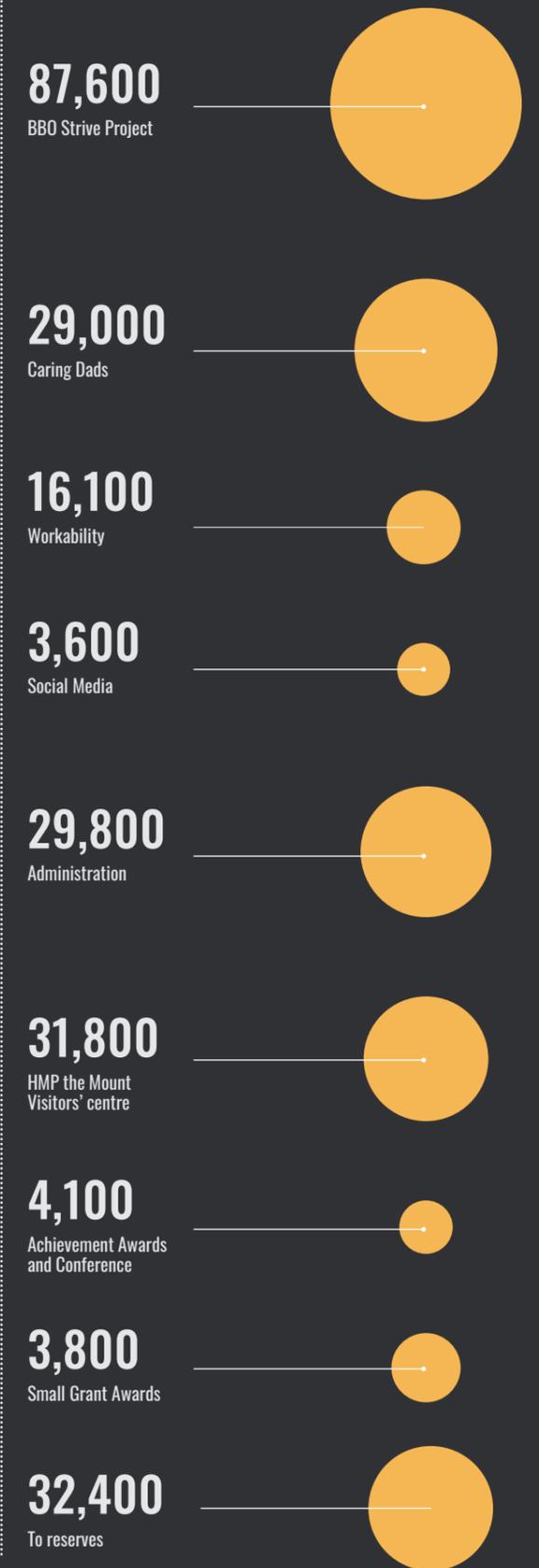
WHERE THE MONEY CAME FROM



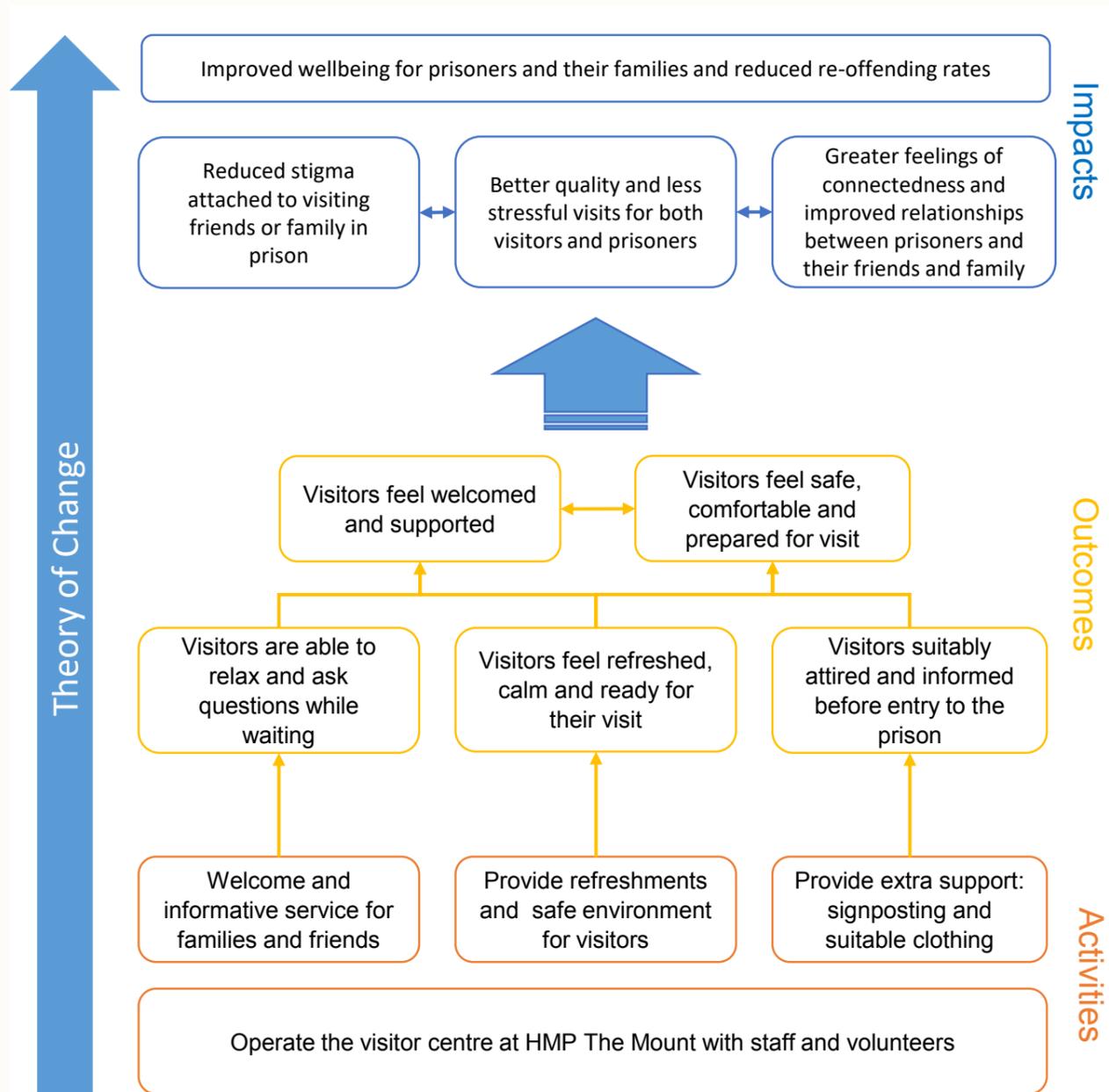
INCOME, SPEND AND END-YEAR FUNDS



WHAT WE SPENT IT ON



Visitor Centre



1. Visitor Centre - HMP The Mount

Visitor Centre

HACRO looks after the running of the Visitor Centre and Tea Bar just outside the front entrance to HMP The Mount where we offer hot and cold drinks as well as snacks.

This is where the offenders' families arrive to be checked in, which can be a lengthy procedure. We open an hour before visiting hours, as people come from all over the county (and beyond) for their visit. We make people feel welcome and we have been told that we are greatly appreciated by our visitors, some of whom have travelled many hours for their visit. We also offer a well-equipped play area for children.

During 2019-20 the visitor centre went from strength to strength – in no small part due to the superb management and support of the Manager of this area - Michaela Foster-Osborne. This enthusiasm spills over onto her loyal and dedicated band of volunteers.

98% of visitor's surveyed said that the centre was helpful or very helpful. Commenting about play facilities respondents said: "my youngest son enjoys coming and it makes travelling the distance easier", "keeps them calm" and allows "time for adults to talk".

Our Impact

The visitor centre is a key part of

HACRO's work to reduce re-offending. Research shows that stronger connections with family reduces the risk of reoffending, yet many visitors find visiting difficult and stressful. HACRO:

- supports better quality, less stressful prison visiting;
- reduces the stigma of visiting friend and family in prison; and
- creates greater feelings of connectedness, improving relationships between prisoners, friends and family.

The steps from a warm welcome to stronger, safer families and communities are illustrated in our 'theory of change' overleaf:



Volunteers

HACRO currently has 46 volunteers across all HACRO's projects and we are so grateful to every single one of them for their enthusiasm, commitment, loyalty and selflessness.



"I love it! I find it very rewarding, fulfilling and a chance to give something back to society, especially those who have not had the best deal in life, probably through no fault of their own."

"I volunteer just to make a small difference, in what is an anxious and stressful time for our visitors, and a contribution to keeping families together."
Jennie W, HACRO Volunteer, HMP The Mount

Volunteers

With the continued growth and success of HACRO and our dependence on the volunteer network, the decision was made to create the post of Volunteer Co-ordinator. Michaela Foster-Osborne took on this critical role and has developed a full recruitment and training programme.

HACRO currently has 46 volunteers. This year HACRO received over 70 enquiries from potential volunteers and 25 new volunteers were recruited, which includes 6 new volunteers for HMP The Mount awaiting clearance. Training and development over 2019-20 included First Aid at Work - level 3, Safeguarding of vulnerable adults, Mental Health First aid, Trauma, Drugs and Alcohol awareness, Managing Aggressive Behaviour.

Under Michaela's leadership the informal, friendly volunteer 'interview' process has improved to ensure volunteers understand HACRO's vision and the work that we do as well and HACRO understands what the volunteer is looking for in order to check that there is a good fit for both. At the end of each successful interview Michaela suggests a suitable volunteering role and maps out the next steps.

There are many reasons why someone chooses to volunteer but whatever this might be we welcome them, support and work with them to achieve their goals. Volunteering is a great gateway into employment, and we are extremely proud of two of our volunteers securing permanent jobs indirectly linked to their volunteering placement.

"After sustaining a hard, life changing event, I found it very hard to find a purpose. The Volunteer Hub in Hemel Hempstead pointed me in the direction of Michaela Foster-Osborne.

"What a joy Michaela is to work alongside at the Visitor Centre at The Mount Prison. As are the Tutors who run courses provided by HACRO. The opportunities afforded to both inmates and offenders out on licence to take up educational/life skills coaching has to be seen to be believed. There are also courses of the highest quality offered to volunteers.

Suffice to say, I have found a 'worthwhile purpose' again and look forward to my volunteering sessions with HACRO. Can't recommend this organisation highly enough."
 Mollie, HACRO Volunteer

Alison's Memorable Session

Alison is a HACRO volunteer in the Visitor Centre of HMP The Mount and this is her memorable session, an insight into the role of HACRO volunteers at the Visitor Centre at HMP The Mount.

"I vividly recall one visit...."

It was a young mum with an 18-month old child.

She had travelled 2 hours on a coach to Hemel, taken a local bus to Bovingdon, and the bus driver refused to come down to the prison, so she got dropped off miles away and had to walk, arriving at 12 noon. She had never visited a prison before and was nervous about what to expect. The other visitors were very supportive.

She was quite anxious and asked me lots of questions about what she could take in for her baby. We also had a very nice chat about her home country, her baby, and her life in the UK. She clearly missed her family very much.

She had slider style shoes on so we had to find her a suitable pair of trainers to wear into the prison (sliders are prohibited in the establishment) and we had a laugh about the limited styles on offer!

When she came to check in for her visit at around 1pm she was told she couldn't go in until 3pm. When the visit hall emptied at 2pm, she was left alone in there with me and her baby boy. The baby was now very tired, hungry and grumpy. Mum had very little money but bought some toast (I gave some extra slices). She looked totally dejected.

She had been travelling since 7am and was now going to have an hour's visit, before heading back on public transport for another four-plus hours journey.

I hope that the kindness of the Visitor Centre volunteers, and other visitors made a truly awful experience just a little bit more bearable."

WorkAbility

"It's helped me with loads of things really. It's a good course, it covers everything. It's not just one thing. It covers money management, if you are struggling with other things it helps you build up your confidence"

WorkAbility Participant 2019

HACRO has designed the WorkAbility course specifically to help ex-offenders return to a full and satisfying life, while serving their sentence in the community. It runs over eight weeks with two half day sessions per week.

There are two separate themes which run in parallel and together provide an effective 'life skills' package:

Personal Skills for Life

Management and Securing Employment : developing a positive attitude; individual beliefs and values; identifying personal strengths; writing job applications and CVs; attending interviews and projecting yourself successfully; managing personal finances; healthy living; stress management; self-employment possibilities; setting personal goals and planning your future.

Kitchen and Cooking Skills and Food Hygiene Practices (leading to certification): why the hospitality industry offers good opportunities for employment; food hygiene; health and safety in kitchens; planning and budgeting your own diet; using recipes and cooking a selection of popular dishes.

Other courses such as customer service, health and safety and first aid are also provided.

The learning is delivered in small groups by expert professional tutors in an informal and participative way. Participants benefit from coming together regularly and forming friendships with people who have issues in common and understand each other's challenges. Along with the training topics they gain in motivation and self-confidence.

The effectiveness of the courses is measured by both the participants' evaluation of the relevance of the skills and knowledge learned (scores range from 90% to 100%), and equally importantly by the increased sense of overall wellbeing they achieve over the duration of the programme.

The end of course wellbeing scores averaged 25% improvement, as measured on the Warwick-Edinburgh Well-being Scale, and in all cases greatly exceed comparative scores at the start of the courses.

Participants who complete the course usually earn both a City & Guilds Level Two certificate in Food Safety & Hygiene and a Level Two qualification in Customer Service.

We are very proud of HACRO's pioneering work with WorkAbility and we plan to expand greatly the volume of training we deliver.

Background: Participant C

A victim of domestic abuse for many years until the death of her husband, she was on probation for alcohol and driving offences. She lacked confidence but joined a women-only course and attended regularly.

Actions

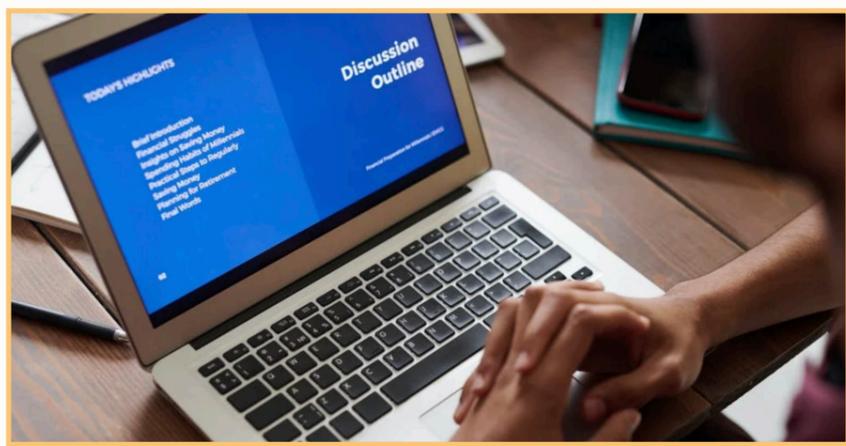
- Learned all the WorkAbility personal life skills
- Studied kitchen skills and food hygiene
- Successfully prepared and cooked meals in the training kitchen.
- Participated fully in the group sessions and bonded with other participants

Outcomes:

Greatly increased self-confidence and communication skills
Lowered stress level and no longer suffers from panic attacks
Now active as a support volunteer for other WorkAbility courses and contributes strongly to the learning of participants
Moved to a new house and is actively job hunting

Quotes:

"I can't wait to get back to work."



WorkAbility (Continued)

Background: Participant B

Although coming from a stable family situation, Participant B had fallen into a drug habit. During his sentence he became clean from drugs but after release he slipped back into his old ways and ended up in prison again. After his second release he referred to WorkAbility as a positive way to help him to re-enter the community.

Actions

- The course life skills sessions helped him to understand his own issues and challenges.
- He had the opportunity to

discuss his issues and his past openly in a supportive environment

- He participated enthusiastically in the cooking projects
- The course became an important part of his life

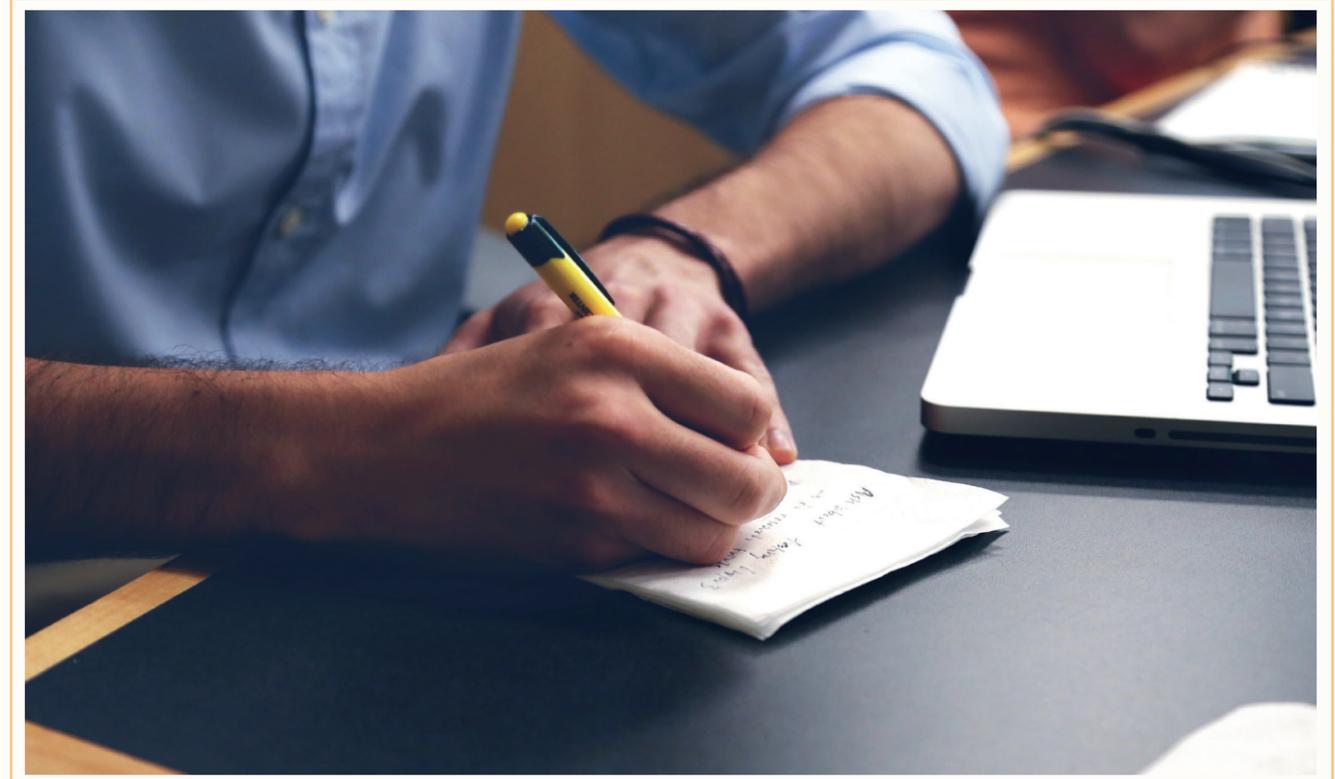
Outcomes:

- B was able to transfer into HACRO's Building Better Opportunities 'Project Strive' when his course was terminated due to Covid-19
- Despite some personal misfortunes, his contact with both his HACRO activities has maintained his morale.

- Last seen enthusiastically creating a vegetable stir fry during a HACRO online Zoom cooking lesson!

"I really enjoyed it, it's really useful, I feel more confident, I feel proud of myself for doing my bits and bobs, my certificates, my CV, I'm showing everyone I'm so proud of it. I'm sad to know it's ending but we are hoping to have a reunion because we all get on so well, I've made friends as well ... I needed to make positive friends, not hang around with the negative people, so thanks."

WorkAbility Participant 2019



Building Better Opportunities – ‘Project Strive’

HACRO has been part of the Building Better Opportunities (BBO) project since October 2016. Jointly funded by the National Lottery Community Fund and the European Social Fund, BBO is managed by Herts County Council. Project Strive is part of the programme which deals with the barriers that stop disadvantaged adults getting into work and HACRO deals with those participants who have criminal records.

HACRO has signed up 115 participants - 49 of them in 2019-20. Many are prolific offenders, often with substance abuse problems. Just over half of the year's sign-ups (29) have never had a job.

Each participant's issues are different, and there may be a number of problems to solve just getting signed on to benefits: getting a birth certificate; sorting out a National Insurance number; finding a correspondence address and getting a phone number so that they can be contacted. Then we can move on to the real business of where to sleep, how to get up in time, how to work in a team, what an employer might expect, how to deal with disclosure of convictions. It's a long list, and some participants have multiple or even all of these issues to resolve.

With a mix of one to one support, training and job taster sessions as well as volunteering activities – and a lot of belief from HACRO's mentors – much can be achieved. Six participants moved into employment during the year, a further nine went on to some form of education, and four who were previously economically inactive moved into active job search.



EUROPEAN UNION

Investing in your Future

European Social Fund



Case study: J

Prolific offender with substance issues, on C2 (choices and consequences) programme

Actions

- Boxercise
- Digswell woodworking
- Barista course
- CSCS training
- Streetworks course (road engineering)

Outcomes:

- Volunteered at hostel gym, trained as Sports
- Mentor – now mentors at 2 gyms.
- Moved from supported housing to own home.

Aiming for: next level of Streetworks course; then full employment.

“Going to the Boxercise helped me to manage my anger better, raised my confidence and also sparked my interest in boxing again. Going to Digswell gave me the skills I need for future work. “[HACRO Mentor] Tony has been brilliant. He has always been there when I've needed someone to speak to. He always gives good advice; I have a lot of respect for him.”

Case study: M

Conviction ended professional career. Lost confidence about job search. Struggled living on benefits.

Actions

- Reviewed CV and cover letters for job search. Drafted disclosure letter
- Retargeted roles applied for.
- Encouraged to seek more challenging volunteer roles.

Outcomes:

- Obtained volunteer position at substance recovery organisation using professional skills
- Invited to numerous interviews for professional roles
- Now employed at substance recovery organisation in a professional role.

“The project has done wonders for me and I have learnt new things I never knew. With [HACRO Mentor] Michelle's help, it has initiated me to get into volunteering and it has opened doors for me to get a job. Meeting Michelle has been the best thing to happen and has given me the guidance towards getting myself back into employment”

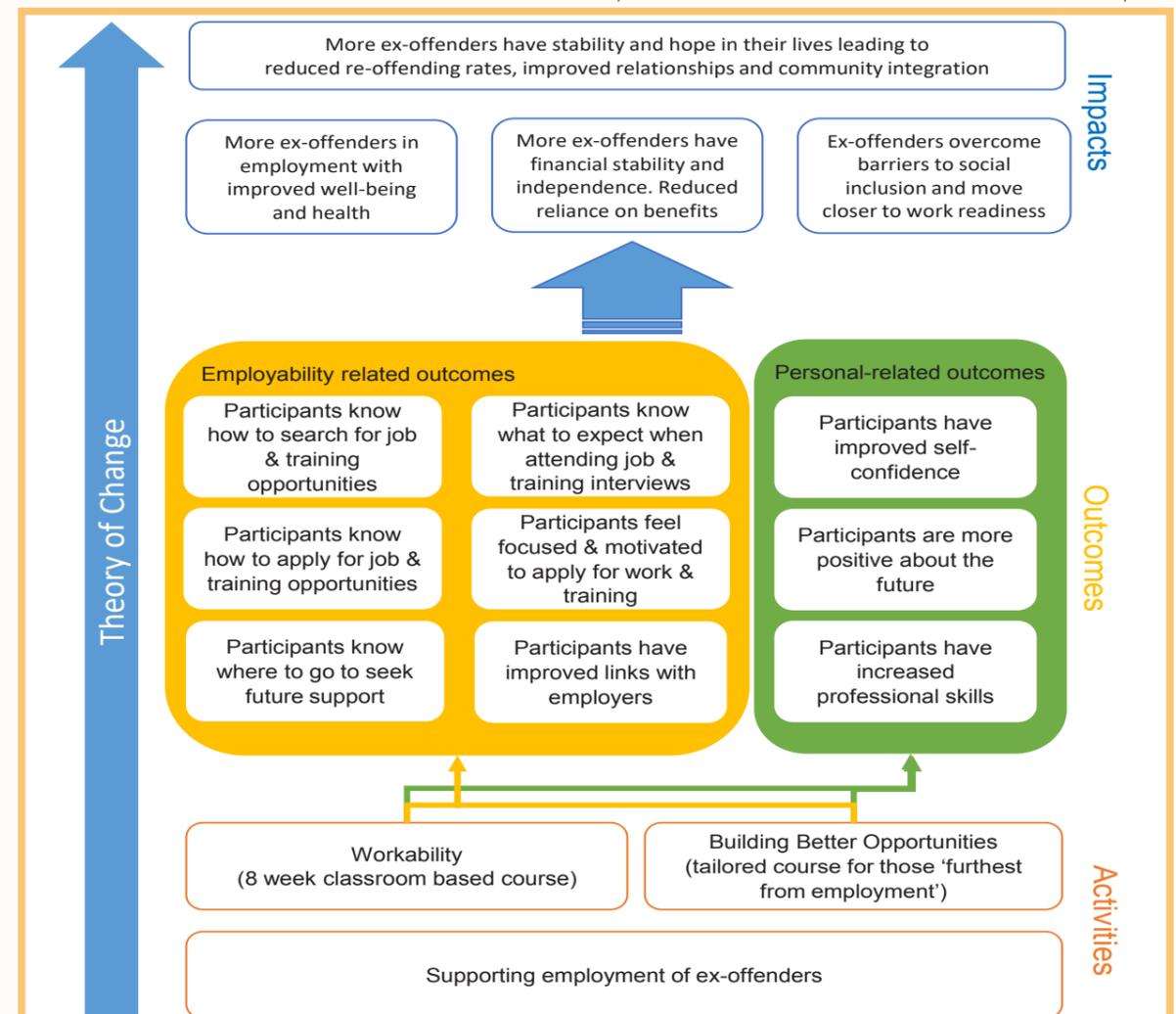
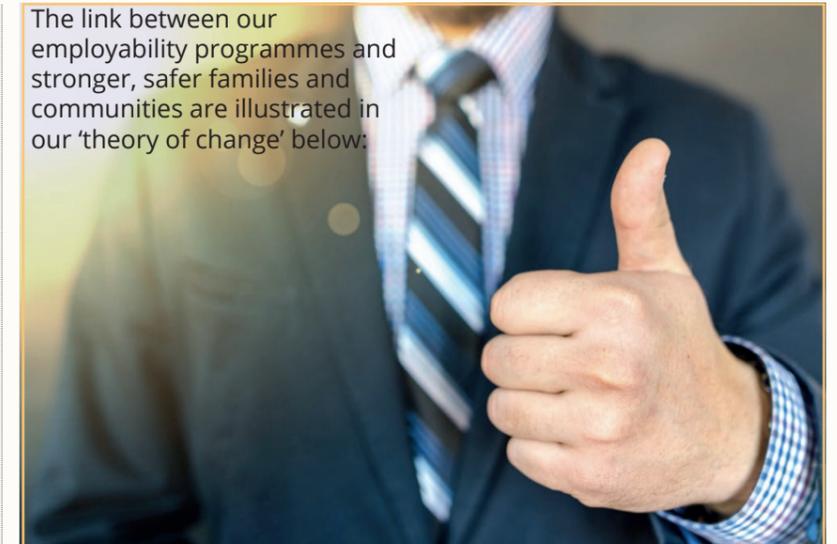
In just one project –wood working at Emmaus (a HACRO partner charity) - 27 participants attended sessions, and the nine who attended more than five sessions contributed 132 hours of volunteer work, constructing garden furniture to be sold by Emmaus.

Building Better Opportunities – ‘Project Strive’

Our impact

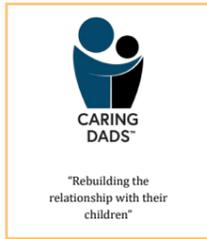
Together, BBO Project Strive and WorkAbility form HACRO's employment for ex-offenders' programmes. Research shows that having good employment prospects or being in a job reduces the risk of reoffending, yet many find it hard to make their first steps into work. HACRO helps ex-offenders: overcome barriers and get ready to work; get into work, with better wellbeing and health; and gain financial stability, reducing dependence on benefits.

The link between our employability programmes and stronger, safer families and communities are illustrated in our 'theory of change' below:



2. Employment for Ex-Offenders

Caring Dads



Caring Dads is a 17-session programme designed for fathers who have abused or neglected their children or exposed the child to their mother being abused. It is delivered by two group facilitators with up to 15 Dads in attendance

The main aims of the course are to:

- increase men's awareness of child-centred fathering;
- increase men's awareness of, and responsibility for, abusive, and neglectful fathering behaviours and their impact on children; and
- rebuild trust and enable the beginning of healing of the harm caused to their children.

Courses are held across Hertfordshire according to demand and are funded by Hertfordshire Children's Services who provide a majority of referrals. We also receive referrals from CAF/CASS and individual referrals from the Dads themselves.

At the end of the course fathers commonly report that they now recognise the harm they have caused to their children, feel better able to manage their feelings and feel better equipped to support their children in the future.

Although there is some attrition from waiting lists, after session two there are high levels of attendance with completion rates around 80%. We have exceeded stakeholder requirements in terms of starts in each group. Quality assurance visits have been carried out to scrutinise delivery and how far material has been assimilated by the dads. The quality of engagement is mainly high and there is an expectation that any individual not applying themselves sufficiently to the group is required to withdraw because of the effect on other group members' learning.

We are starting to broaden our pool of workers out by developing volunteers who are trained alongside more experienced workers. The value of having a volunteer in attendance was demonstrated in the Stevenage group when the facilitators were freed up from meeting and greeting to carrying out 1:1 initial assessments.

The Covid-19 emergency led to the cessation of all groups from the middle of March. HACRO have won a bid to provide 1:1 remote support for those fathers who would find it helpful. We hope to re-commence groupwork in the Autumn.

"I will wholeheartedly recommend it to parents who are not experienced. It will teach them how to live life. I would like these courses to be available all around the world. I will always be grateful for the help I have received from you. Thank you."

Our impact

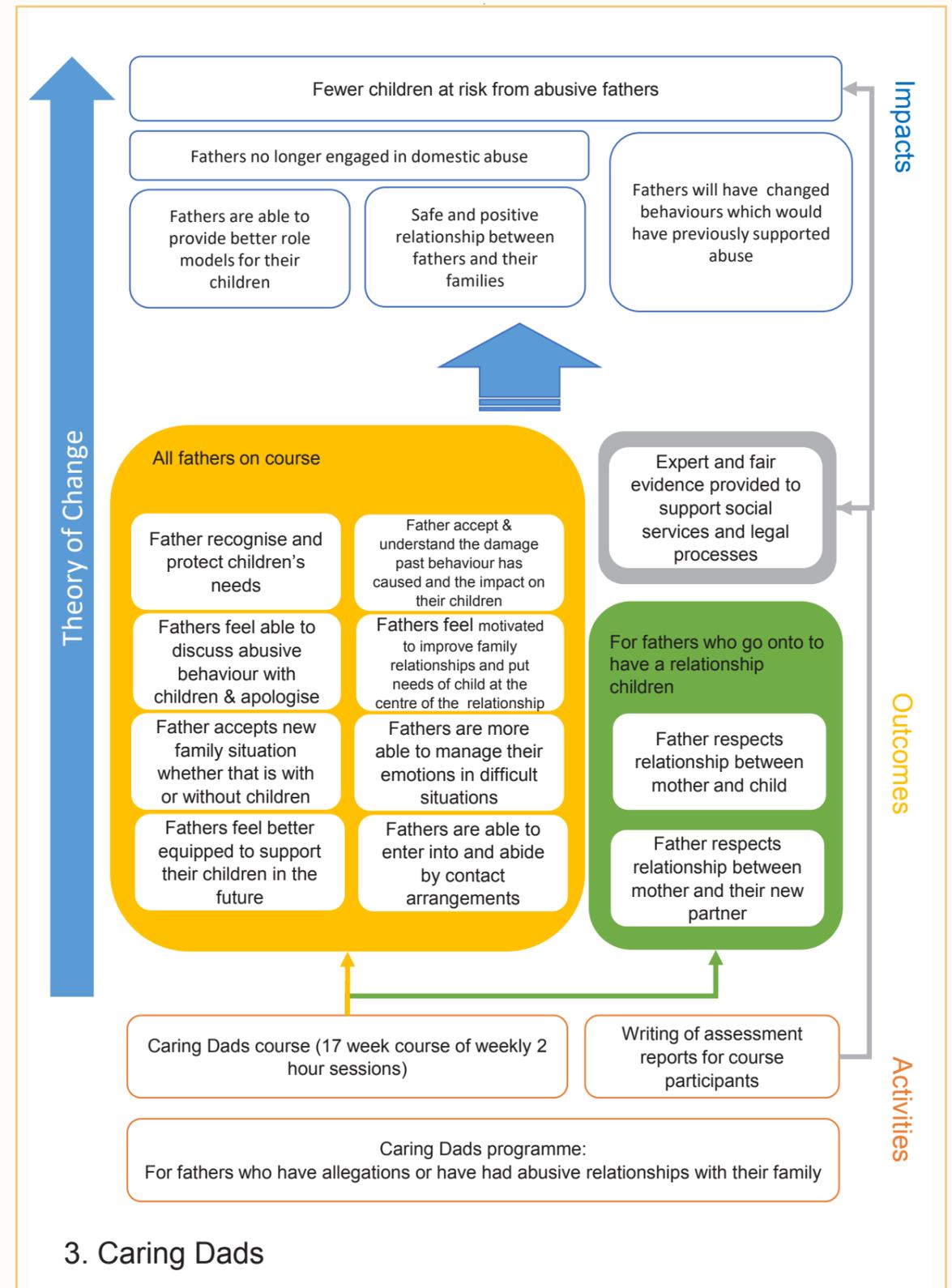
Caring Dads provides an intensive group experience that changes the person and the family relationships. The Caring Dads programme helps dads who intend to:

- change their attitudes and understanding and stop abusive behaviour;
- develop a positive relationship with their family; and
- provide a better role model for their children.

The link between Caring Dads and stronger, safer families and communities are illustrated in our 'theory of change' overleaf:



Caring Dads



Small Grants

During the year demand was at unprecedented levels and we were able to dispense 58 small grants ranging from £11 to £116 aggregating £3,754 in value. The grants were to pay for essentials ranging from clothing, household goods, a basic phone to CSCS cards, birth certificates and citizen cards.

We could not have done this had we not received two substantial donations to bolster the fund. The donors wish to remain anonymous and so we cannot acknowledge them publicly, but we are so grateful to them.

Our referrals come from BeNCH CRC, National Probation Service officers and the police. The people that we help are recently released from prison, on licence or community sentences. In the main, they tend to be male but not always.

Feedback from probation officers and service users has been highly positive and grateful:

- JR is really grateful for your hard work to get the CSCS card. Many thanks.
- He is thrilled that the birth certificate and citizen card will allow him to apply for housing and a bank account.

The Small Grants programme is the smallest of our activities but the impact that our grants may have on our service users can be immense. It offers immediate and timely support for them and may represent the difference between them being able to start afresh instead of resorting to crime to pay for the very basics for living, or the difference between them starting work or remaining on benefits because they can't afford suitable clothing.

We can continue this work only for as long as we have sufficient funds to meet demand. We are carrying forward £2,430 into next year and so a repetition at last year's levels will not be possible without further funding. Donations will be very welcome.



Our Thanks Go To

Commissioners, funders and donors:

Prison Advice and Care Trust

National Offender Management Service

Targeted Parenting Fund

National Probation Service - Women only courses

Hertfordshire County Council

Hilden Charitable Trust

Luton Airport Community Trust Fund

Hertfordshire Community Trust - Tampon Tax Fund

Police and Crime Commissioner

The Noel Buxton Trust

CHK Foundation

AB Charitable Trust

Lloyds Bank Foundation

Hertfordshire Community Trust (evaluating outcomes)

HACRO Members

Groundwork East

Peguera Trust

Grosvenor Womens Club

Bovingdon Evening Womens WI

National Council for Voluntary Organisations

St Leonards Church

Underwoods Solicitors

March Hare

University of Hertfordshire Ringway

KDW

Hertfordshire County Council - Locality Funds

Partners:

Prison Advice and Care Trust

National Offender Management Service

Targeted Parenting Fund

National Probation Service

Hertfordshire County Council

Emmaus

Collette Marino

Lee Cooper

SCG Projects

Ayse Insaf

William Hughes

Anita Taylor

Denese Crane

Hannes de Bruin

New Ways

Community Action Dacorum

Mamba Gym

St Albans Enterprise

Smiths Coffee

Alpha Pneumatic

Angela Giaovmis

Bold Moves

University of Hertfordshire

Lloyds Bank Foundation

Hertfordshire Community Foundation

Groundwork East

Hertfordshire Chamber of Commerce

National Council for Voluntary Organisations

Moore Kingston Smith

Our Thanks Go To



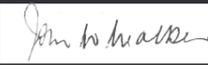
FORMAL ACCOUNTS

HACRO CIO / BALANCE SHEET

Accounts for year to 31 March 2020

		2020	2019
CURRENT ASSETS			
Cash at bank:	Lloyds	130,241	95,271
	COIF	9,999	9,999
Debtors		1,000	3,497
Cash in hand		223	249
		141,463	109,016
CURRENT LIABILITIES			
Creditors		0	0
TOTAL ASSETS LESS LIABILITIES		141,463	109,016
FUNDS HELD			
Restricted		91,552	77,049
Designated		15,408	13,423
Unrestricted		34,503	18,544
TOTAL FUNDS		141,463	109,016

The above Balance Sheet and attached Statement of Financial Activities have been prepared from the HACRO bank accounts and other relevant papers, and are in accordance therewith.

Signed: 

John Walker, Treasurer

Date:

3rd May 2020

HACRO CIO / STATEMENT OF FINANCIAL ACTIVITIES

Accounts for the year to 31 March 2020

	RESTRICTED FUNDS	DESIGNATED FUNDS	UNRESTRICTED FUNDS	TOTAL 2019	TOTAL 2018
INCOME					
Donations			1,826	1,826	1,969
Membership Subscriptions			845	845	915
Tax refund- Gift Aid			281	281	29
Bank Interest			102	102	65
AGM/ Awards		2,988	2,988	2,988	6,400
Management Salaries	15,000		20,000	35,000	
Friends of The Mount			0	0	621
Activities in the furtherance of HACRO objectives:					
Small Grants	1,411		1,411	1,411	261
Caring Dads	25,005		25,005	25,005	48,990
Workability	44,908		44,908	44,908	43,130
Project Strive	82,921		82,921	82,921	70,819
Visitor Centre/ Volunteer Programme	5,000		37,950	42,950	34,983
Social Enterprise			0	0	5,117
TOTAL INCOME	174,245	2,988	61,004	238,237	213,299
EXPENDITURE					
Office Expenses			(3,758)	(3,758)	(2,699)
Subscriptions			(341)	(341)	(241)
Training			(634)	(634)	(165)
Printing & Stationery			(2,011)	(2,011)	(2,243)
Social Media	(3,600)		(3,600)	(3,600)	
Insurance			(1,297)	(1,297)	(1,255)
Communications			(1,138)	(1,138)	(1,578)
Information Technology			(835)	(835)	(165)
Bank Charges			(248)	(248)	(272)
Administration			(10,090)	(10,090)	(8,021)
Management	(9,241)		(9,241)	(9,241)	0
Other			(115)	(115)	0
Cost of activities in furtherance of HACRO objectives					
Transfers	(6,831)	6,831	0	0	0
Appropriations	(5,976)	(3,690)	9,666	0	0
Small Grants	(3,754)		(3,754)	(3,754)	(1,757)
Caring Dads	(29,021)		(29,021)	(29,021)	(33,958)
Workability	(16,117)		(16,117)	(16,117)	(11,543)
Project Strive	(85,202)		(2,437)	(87,639)	(57,039)
Visitor Centre/ Volunteer Programme			(31,807)	(31,807)	(27,082)
AGM/ Awards		(4,144)	(4,144)	(4,144)	(3,528)
TOTAL EXPENDITURE	(159,742)	(1,003)	(45,045)	(205,790)	(151,546)
Net movement	14,503	1,985	15,959	32,447	55,429
Funds at 1 April 2019	77,049	13,423	18,544	109,016	53,587
FUNDS AT 31ST MARCH 2020	91,552	15,408	34,503	141,463	109,016

HACRO**HACRO CIO / ACCOUNTS FOR THE YEAR TO 31 MARCH 2020/ NOTES TO THE ACCOUNTS**

Analysis of funds

	BALANCE 31-03-19	INCOME	EXPENDITURE	TRANSFER	APPROPRIATIONS	BALANCE 31-03-20
RESTRICTED FUNDS						
Small Grant	3,273	1,411	(3,754)	1,500		2,430
Caring Dads	29,438	25,005	(29,021)		(3,000)	22,422
Workability	30,650	44,908	(16,117)		(3,500)	55,941
Project Strive	9,112	82,921	(85,202)	(6,831)		0
Visitor Centre/Volunteer Programme		5,000				5,000
Leaving Prison Behind	1,500			(1,500)		0
Social Media	3,076		(3,600)		524	0
Management		15,000	(9,241)			5,759
	77,049	174,245	(146,935)	(6,831)	(5,976)	91,552
DESIGNATED FUNDS						
Workability	3,690				(3,690)	0
Project Strive	7,533			6,831		14,364
Awards Ceremony	2,200	2,988	(4,144)			1,044
	13,423	2,988	(4,144)	6,831	(3,690)	15,408
UNRESTRICTED FUNDS						
General	7,147	3,054	(20,045)		9,666	(539)
Visitor Centre/Volunteer Programme	7,900	37,950	(31,808)			14,042
Management		20,000				20,000
Loans	3,497		(2,497)			1,000
	18,544	61,003	(54,710)	0	9,666	34,503
TOTAL FUNDS	109,016	238,237	(205,790)	0	0	141,463

HACRO CIO- REPORT OF THE INDEPENDENT EXAMINER TO THE TRUSTEES

I report on the accounts of HACRO CIO (charity number 1163064) for the year ended 31 March 2020 which comprise the Statement of Financial Activities, Balance Sheet and related notes.

Respective responsibilities of trustees and examiner

The Charity's trustees are responsible for the preparation of the accounts. The Charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:
examine the financial statements under section 145 of the 2011 Act; follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the 2011 Act; and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirement of the 2011 Act;
 - have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Signed:

Gary Cartlidge
Bovingdon
Hertfordshire



Date:

3rd May 2020



HACRO

HACRO
For the Care and Rehabilitation of Offenders

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Tel: 01727 854727
